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recruiter

JOURNAL

The Army's recruiting professional magazine since 1919

January 1985



Reflections

Commander's Notes



In this "Year in Review" issue we look at our successes, shortcomings and future challenges.

Because of your efforts, 1984 was the finest year for Regular Army accessions in the eleven year history of the "All-Recruited Army."

Some highlights: 90.7 percent of Regular Army nonprior service accessions were high school diploma graduates, 3.1 percentage points more than in 1983 and 36.4 percentage points more than 1980.

63.4 percent of Regular Army non-prior service accessions were TC I-IIIA, 2.0 percentage points more than in 1983 and 37.4 percentage points more than 1980.

These are outstanding accomplishments.

The record of Army Reserve accessions was not as strong — we fell short by 1129 people, or 1.6 percent of our mission. Still, we made significant gains in quality: 81.8 percent of Army Reserve NPS enlistees were high school graduates, 2.0 percentage points more than in 1983 and 30.7 percentage points more than in 1980.

50.4 percent of the Army Reserve NPS enlistees were TC

I-IIIA, 5.5 percentage points more than in 1983.

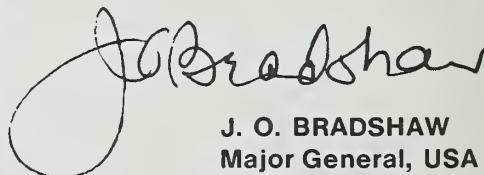
We can't rest on our laurels! In 1985 we are charged with enlisting 139,840 people in the Regular Army, 134,340 of whom will be NPS. We must access 60,500 graduate males, TCI-IIIA.

Also, we must enlist 11,500 graduate/senior males, TC I-IIIA in the Army Reserve.

The much improved American economy poses a challenge for us as recruiters, but the Army has given us all we need to do the job. I know you are equal to the challenge.

The Army leadership supports you. We now have the \$26,400 4-year Army College Fund and the \$20,100 ACF for enlistees with two years of college. Bonuses have been raised to \$8,000 for Regular Army and \$2,000 for Reserve. New programs such as Reserve Warrant Officer Flight Training and 2+2+2 will increase interest in our offer.

Let's make 1985 even better!

A handwritten signature in black ink, appearing to read "J. O. Bradshaw".

J. O. BRADSHAW
Major General, USA
Commanding

'1985 — Year of Leadership'



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ABOUT THE COVER

This month's cover, photographed by *JOURNAL* assistant editor Sgt. 1st Class Jerry Simons, features USAR Recruiter Sgt. 1st Class Robert F. Houghton, Chicago Recruiting Battalion. Houghton's reflected image reminds us, it is that time of the year, when we should all reflect on our best accomplishments, learn from our mistakes, and strive for even higher recruiting goals in 1985.





Guest commentary

Manning the force for '85

by Sgt. First Class David G. Srein
Santa Anna Recruiting Battalion

Today's Army is the finest Army in our nation's history! Its soldiers are the most highly educated, motivated and dedicated it has ever had.

As professional Non-Commissioned Officers we are charged with the most important job in the Army today -- "manning the force." Our goal is to not only maintain this high quality -- but to increase it. To accomplish this task we must perform all our profes-

sional duties beyond reproach. Our nation's security depends upon our willingness to accept this awesome responsibility without hesitation. The road to achieve this is rough, and the hours are long. The pressure is never-ending. As the backbone of the Army we must work under this pressure and set the example for others to follow.

The first impression a young man or woman has of the Army and the NCO Corps is the initial contact with the Army recruiter. A professional example set by us sets the standards for these young people to follow.

In my daily contacts with the com-

munity I hear nothing but praise and good reports about today's Army. I take a great pride in my uniform, the mission and my professional role as an Army recruiter.

Young people today not only want an education and a change to get ahead, they want to take pride in what they are doing. They are all looking for a challenge. By recruiting with an attitude for success and professionalism we will be successful now, and in the future. Should we fail in this responsibility we will fail not only ourselves and the Army, we will also fail our nation.

Furnaces can cause poisoning

Comfort during the winter months means a nice, warm, safe home in which to spend a leisurely evening. During cold weather your heating system can be your best friend. Unfortunately, it could be your worst enemy and cause carbon monoxide poisoning if not properly maintained.

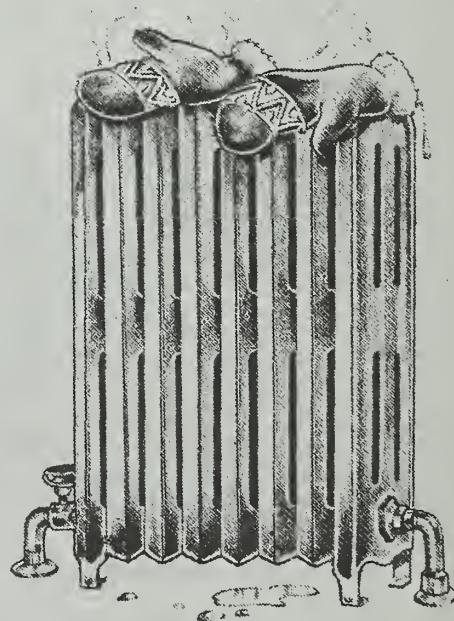
Carbon monoxide poisoning, known as the silent killer, is odorless, colorless and tasteless and gives no warning to its victims. Carbon monoxide is formed by incomplete burning of fuel due to lack of oxygen or heat. As a result of this incomplete burning, the carbon monoxide will accumulate in areas which are closed or inadequately ventilated. You can use the following checklist to ensure proper care of

your heating systems:

- Change furnace filters monthly during the heating season. A dirty air filter prevents proper air circulation for the heating system.
- Do not cover or block registers and cold air vents with furniture or rugs. This obstructs free circulation of the air.
- To the greatest extent possible, duct work should be examined periodically, especially if there have been any broken water lines in the home.

Any irregularity in the heating system should be reported to a proper heating repairman.

Symptoms of carbon monoxide poisoning include a tightness across the forehead followed by a headache.



Admin, personnel branches merge

Two enlisted career branches at the Military Personnel Center have merged into a single branch.

On Aug 1, 1984, the Administrative Branch and the Personnel Branch in the Enlisted Personnel Management Directorate merged to form the Adjutant General Branch.

This new branch supports enlisted soldiers, grades E-1 through E-8, in Career Management Field (CMF) 71, Administration; CMF 74, Automatic Data Processing; CMF 79, Recruitment and Retention; and CMF 97, Band.

The branch's new office symbol is DAPC-EPM-A. Telephone numbers are:

• Chief, AG Career Branch	325-6362/6363
• Senior Career Advisor	325-8837
• Professional Development	325-6362/6363
• Chief, Assignments	325-6362/6363
• Secretary	325-6363
• Chief, Assignment Manager Team	325-7664-7665
• Chief, Professional Development Team (71L)	325-7666/7665
• Chief, Assignment Manager Team (73, 75 series)	325-8300/8301
• Chief, Assignment Manager Team (71C, D, E, M, 02, 03, COU/SQI Q, OOJ, 34, 74)	325-6104/9661
• Chief, Professional Development Team (71C, D, E, M, 02, 03, OOU/SQI Q, OOJ, 34, 74)	325-6140/9661
• Chief, Professional Development Team (OOR)	325-8400/8401

Lt. Col. James Walker is the branch chief and Sgt. Maj. John Hunt is the branch sergeant major. (US Military Personnel Center News Release.)

Army civilians to test physical fitness program

The Army's emphasis on physical fitness now includes its civilian work force.

Lt. Gen. Robert M. Elton, the Army's Personnel Chief, recently encouraged all major commanders to set up voluntary fitness programs for civilian personnel.

"To the extent that resources are available," Elton explained, "health and fitness programs should include the following activities:

"Physical exercise, weight control, smoking cessation, control of substance abuse and stress management."

The 30-month test program began Jan 2. (ARNEWS.)

Watch those travel claims!

The following are "common sense" don'ts derived from a review of travel vouchers recently conducted at HQDA.

Unless specifically approved and shown on your travel orders, do not submit as reimbursable the following items:

- Room service meals after already claiming three meals for a given day.
- The cost of someone else occupying your motel or hotel room.
- Departures from permanent duty station prior to 6 a.m. for the sole purpose of collecting additional per diem.
- Special conveyance fees in excess of \$15 without receipt.
- Any fees already paid by the government.
- Personal use of rental automobiles.
- Expenses for barbers, manicurists or masseurs.
- Claims for meals provided on airlines or trains.
- Excessive laundry and dry cleaning for short TDY trips.
- Claims for local mileage for personal business.
- Extra collision insurance on a rented automobile.
- Excess baggage (government excess baggage authority authorization required.)
- Make sure you get a copy of anything you sign.

New FM 25 Training Manuals to be distributed

An updated set of field manuals will be introduced within the next few weeks, FM 25-1 through FM 25-4, which provides techniques, principles and procedures for training and training management in all combat support, and combat service support units, both active and reserve component.

The manuals are: FM 25-1 Training, covers the philosophy and principles of training. FM 25-2, Unit Training Management, provides the Army training management process. FM 25-3, Training in Units, provides the "how to" for the conduct of training. And FM 25-4 How to Conduct Training Exercises, describes the conduct and use of training exercises to sustain skills. Be sure to update the DA Form 12A (by checking block no. 159, Techniques of Military Instruction) or write the US Army Publication Center, Baltimore, Maryland to obtain copies.

1st Recruiting Brigade Northeast

FORT GEORGE G. MEADE, MD

The Minutemen of the first Brigade finished FY 84 with a thrust indicative of their namesakes of Revolutionary War fame. FY 84 was a year of challenges that were met in the 1st Brigade with dynamic initiative and hard work. Transition and retraining were the bywords for '84 and the 1st Brigade met these demands. The brigade now stands strong and ready to carry its load in '85.

Transition in our market and mission required changes. The status quo of doing business could no longer be counted upon for success. To meet these challenges, new markets had to be explored and methods had to be implemented. Concurrently we faced significant changes in personnel all the way from the recruiter in the fox-hole to the brigade staff. These opportunities demanded intensive rebuilding and training. A training program was initiated, focused on the basics and the performance-oriented "train-the-trainer" philosophy.

The performance-oriented station commander course was expanded to include training of first sergeants and training NCOs. Leadership skills and training leaders to train were refined and fine tuned in this "hands on"

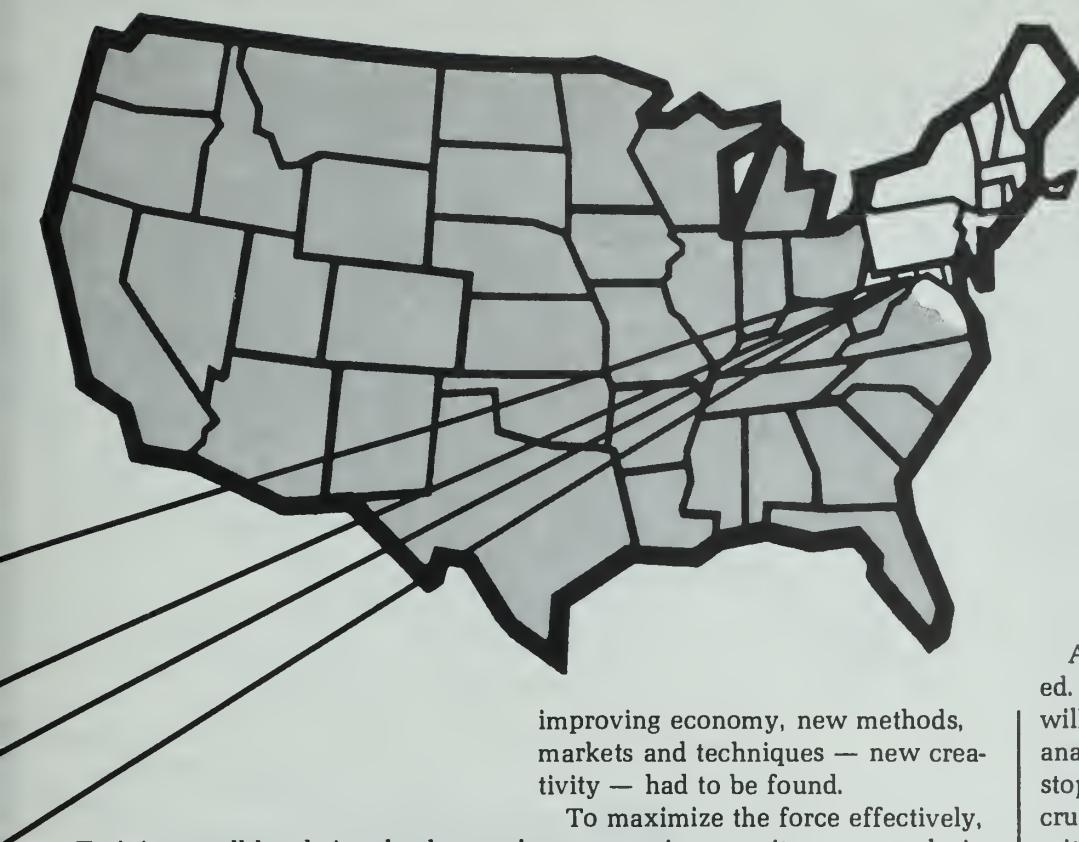


command visits, training conferences and meetings, leaders were trained to train leaders. More effort and attention were placed on company commanders and battalion commanders.

The command group worked with battalion commanders to ensure that they were trained in tracking the right indicators and were able to train company commanders. Company commanders were trained by battalion commanders to ensure they were tracking the right indicators and were able to train company commanders.

course. Students were placed in the role of the new station commander of Anytown Station, a fictional but complete recruiting station. There the students were confronted with realistic problems and closely monitored as they worked to find solutions. This approach proved to be an excellent vehicle for improving the performance of station commanders.

Currently, with the improvement in the station commander/first sergeant course, concentrated efforts through



Training at all levels involved: establishing and articulating tasks, conditions and standards; measuring task performance against those standards; identifying often elusive deficiencies and shortcomings within the recruiting station level sales cycle and training to correct deficiencies and shortcomings.

Training success was measured and evaluated and retrained as necessary in a never ending cycle. The whole focus is training the trainer. Through this the brigade strengthened the leadership and chain of command involvement.

Recognizing that a well-trained force will never accomplish anything unless it is properly deployed to maximize its potential, an aggressive market analysis was pursued to identify proper markets, to find untapped markets, and (once identified) to work aggressively with all available resources. Key ingredients to success required properly deployed forces, clear identification of the market and the allocation of resources to penetrate the market. To compensate for the declining male population and the

improving economy, new methods, markets and techniques — new creativity — had to be found.

To maximize the force effectively, an aggressive recruiter zone analysis (RZA) program was initiated to insure the recruiting force was optimally deployed. This program again used the chain of command to reinforce leadership and to get total involvement and commitment. Each company commander was responsible for conducting his own RZA. The commander received training from the brigade marketing section; however, in the end each company commander had ownership of his market and recruiter zones. This also accomplished our second objective in that each company commander now knew firsthand the location and composition of his market.

Given an optimally deployed force and a better understanding of the market, company and battalion commanders have aggressively sought new, creative and better ways to meet the challenges of market changes and mission shifts.

All of these initiatives are not finished. The plan is not complete. It never will be complete. Training, market analysis, and mission execution never stop and must never stagnate. 1st Recruiting Brigade launches into FY 85 with the promise of great things. Great things are the result of hard work, commitment and resolution to a program built on doing the basics well, setting standards and demanding performance up to those standards. Our continued success will be contingent on not resting on our laurels, but on sticking to the game plan of FY 84 that laid the foundation — a solid foundation for FY 85.

FY 85 promises greater challenges and opportunities for the recruiters of the 1st Brigade. We have learned much from the experiences of FY 84 and feel confident the 1st Brigade will continue to set the standard of performance clearly established in the 4th quarter of FY 84. The battle cry of the Minutemen of the 1st Brigade for FY 85 is "1st Brigade Number One" from wire to wire.

2d Recruiting Brigade Southeast

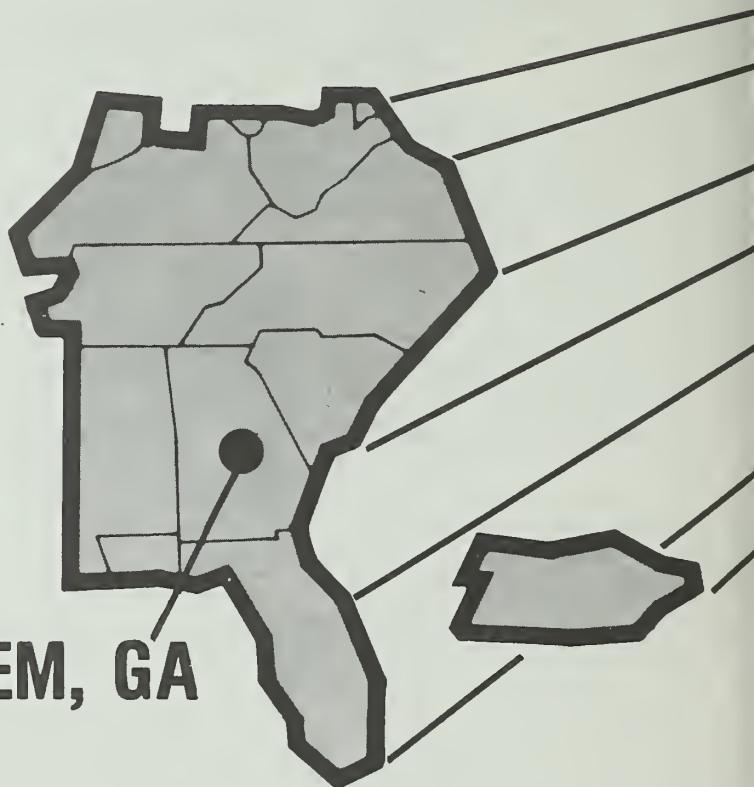
From the outset, FY 84 was poised to inflict a telling blow to the morale of the "foxhole" recruiter. Mission, market and manpower seemed strained to the limit.

The answer of 2d Brigade to that situation was to make it plain early in the year that '84 was to go down as a year in which the recruiter was supported and believed in to the fullest extent.

That meant, for one thing, that the entire field force was to be brought to a high level of salesmanship ability. It meant good, solid training in the job recruiters were expected to do.

Many avenues and methods were evaluated, and the Lee DuBois film series was chosen as the best for recruiting needs. Although it represented a large commitment of funds, instructor support and the valuable time of field recruiters, reaction was favorable.

FORT GILLEM, GA

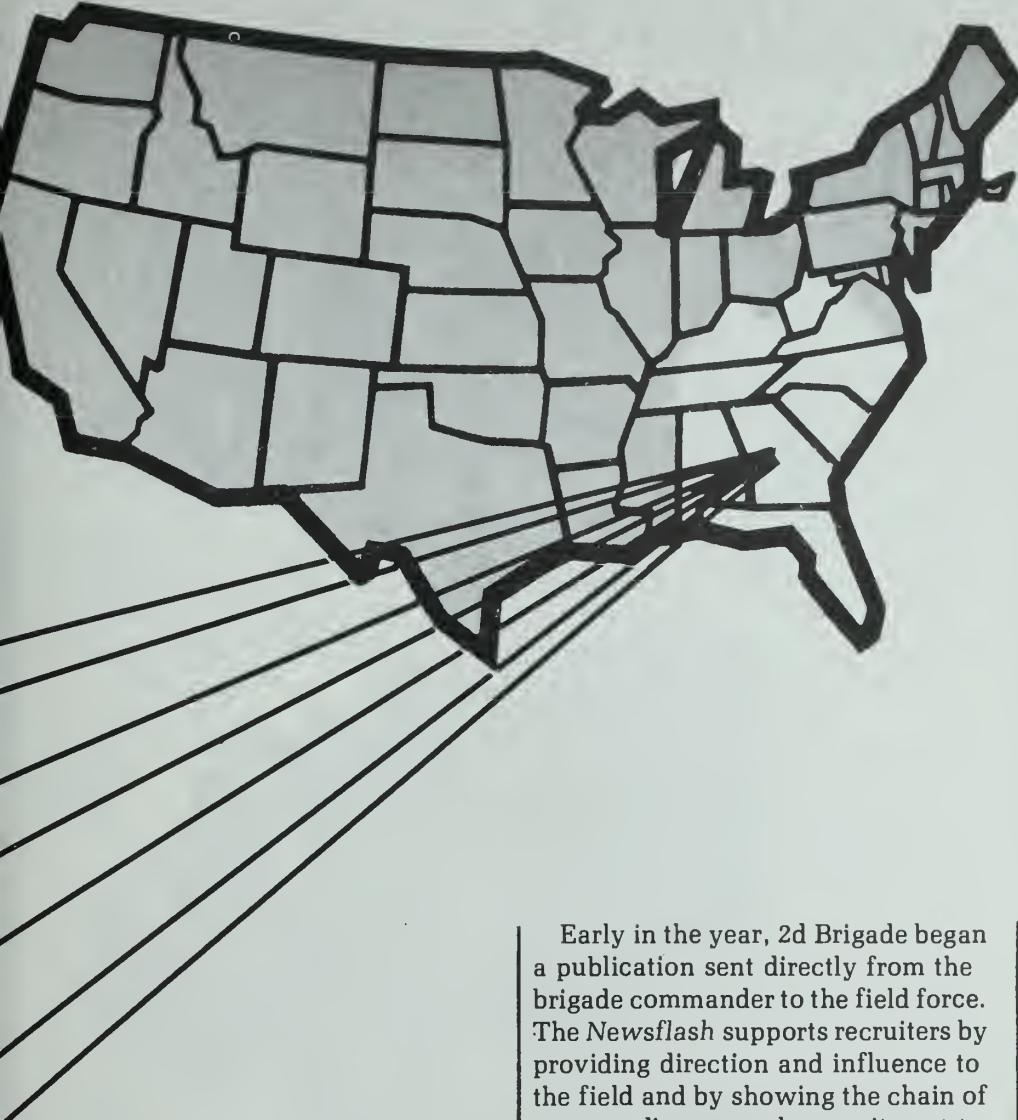


Recruiters offered such comments as, "I thought the days away from my station were the worst thing that could happen to me right now. I know now they could not have been better spent," and "I wish I had (this training) earlier!"

Supporting recruiters to the fullest extent also meant that every effort was made in 2d Brigade to be sure that the field recruiter knew from day to day what the Army needed and what was available for him to sell to high quality prospects.

This support was provided by expanded efforts to keep the JOIN equipment totally functional as a sales tool; continued emphasis on properly targeted local advertising to support the recruiter's confidence in his product; high priority on facility upgrade; and a willingness to cut through red tape to provide needed support.

Another expression of support for the recruiter was a reaffirmation of commitment. Every commander in 2d Brigade, from station commander to brigade commander, and battalion sergeant major and first sergeant were formally charged to do the best possible job for the Army. This charge was recognized by a formal ceremony of appointment, complete with oath, certificate, and a green "command" backing for the recruiting badge to signify commitment and responsibility.



In addition, every member of the 2d Brigade carries a special token of commitment to 2d Brigade and what it stands for. It is a specially struck coin bearing the designations of the brigade and of all its battalions which circle the word "WINNERS." Everybody in Southeast knows now what the requirements of a "WINNER" are:

W - willingness to defend our country.

I - integrity

N - never quit

N - never fail your team

E - endurance (physical and mental)

R - rugged attitude ("I can do it!")

S - spiritual strength .

Early in the year, 2d Brigade began a publication sent directly from the brigade commander to the field force. The Newsflash supports recruiters by providing direction and influence to the field and by showing the chain of command's personal commitment to help them succeed.

Although 2d Brigade's emphasis on supporting recruiters to the fullest possible extent did not assure 100 percent mission accomplishment, it did motivate a new dedication and feeling of success in Southeast.

Another brigade publication, Eagle's View, is designed to recognize success. Following the commander's introductory remarks, the monthly "view" provides statistics on top successes in every category imaginable

from all Southeast battalions. When recruiters, stations, companies, battalions or support persons do well, they have the added satisfaction of seeing their commitment in print brigade-wide.

In 2d Brigade, even competition was put to good use in support of recruiters. "Eagle Flight 84," "Operation October," and other competitions sharpened the recruiters' skills and helped them make use of their competence, confidence and commitment to meet the goal -- filling the Army's current need.

On many counts, the 2d Brigade was "on-line" with USAREC across the board. Recruiters still produced a higher per-recruiter share of new soldiers, in all categories, than anywhere else in the country. And the Brigade consistently beat its competition -- the Air Force, Navy, and Marine Corps -- in Department of Defense take. These are recognizable and worthy accomplishments.

Number one? No, not this time, but keep watching. The 2d Brigade intends to BE the competition in FY 85, and it has competence, confidence and commitment to be "WINNERS."

4th Recruiting Brigade Midwest

The 4th Recruiting Brigade was proud of its army Nurse Corps program in FY 84.

The brigade's nurse recruiting program is an excellent example of one program that was studied, identified for emphasis and altered accordingly. The result was one of the most successful years for Army Nurse Corps recruiting ever experienced by 4th Brigade: an achievement of 113 percent for Active Army and 101 percent for Army Reserve.

Analysis of FY 83 production data revealed three major areas of concern in nurse recruiting: lack of training in the nurse recruitment cycle throughout the brigade and battalion staff; need for increased command emphasis; and need for increased market penetration.

Action was taken in the first quarter of FY 84 to resolve these areas of concern.

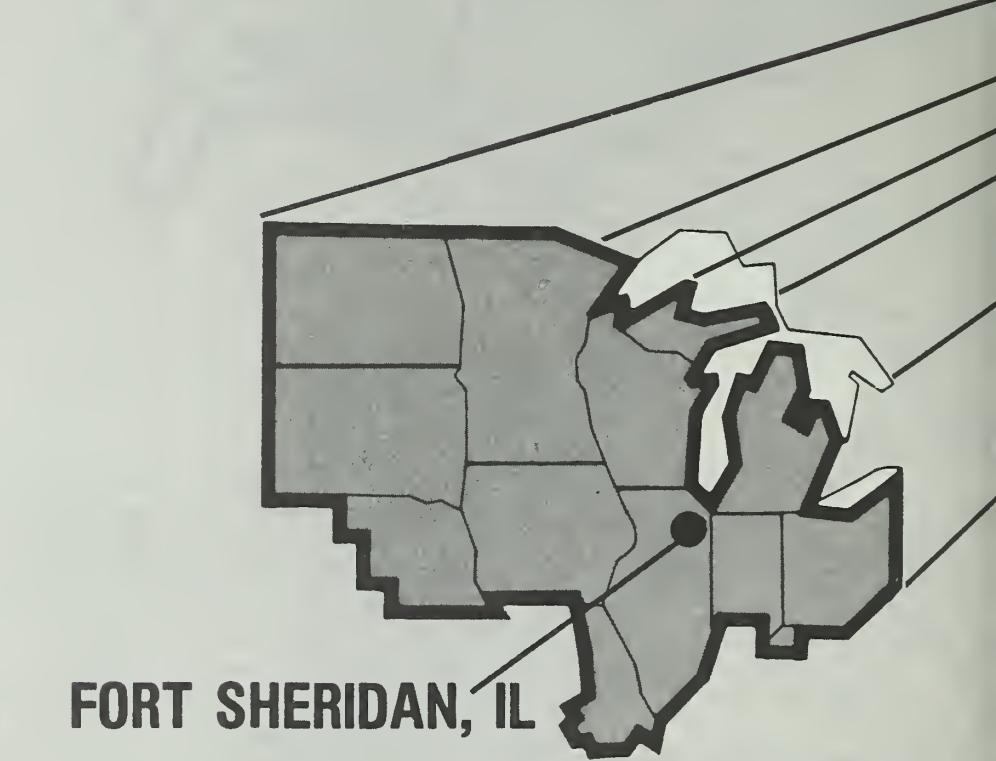
- A need for increased training in nurse recruitment.

Classes on the nurse recruitment processing cycle were conducted by the ANC coordinator and others. This training, including the review of a completed ANC application, was given to battalion commanders, executive officers, battalion sergeants major, operations officers, brigade/battalion recruiter trainers, company commanders and nurse recruiters. Battalion recruiter trainers were also sent to the nurse recruiting training course at Fort Benjamin Harrison, Ind.

- A need for increased command emphasis throughout the chain of command.

A command letter of instruction was issued to battalion commanders and staffs that reiterated their responsibility for the ANC mission.

A weekly conference call was established with the deputy commander,



battalion operations officers and nurse counselors to obtain and track nurse projections and processing for each RSM. Battalion operations officers were responsible for information flow from the commander to battalion commander. This also insured submission of data for input to the OCS/WOFT/Nurse Recruiting System (OWNRS). Battalions projected to miss mission during conference calls were later contacted by the brigade commander to account for their poor production.

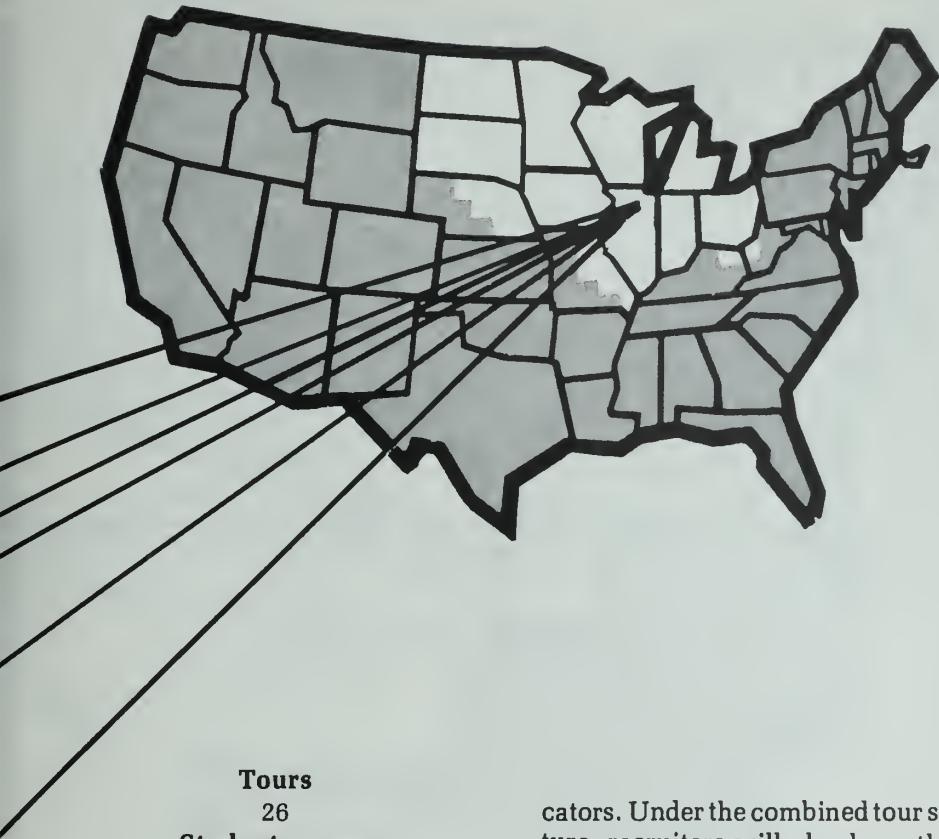
Processing management sheet data was submitted by the battalions to the brigade on a weekly basis and data was provided to the deputy and brigade commander.

Nurse mission assignment was conducted separately at the company

mission assignment conference. Battalion and company commanders briefed the deputy commanders on nurse non-production. ANC counselors were present for staff assistance during battalion briefings. This resulted in more time and attention to nurse production and problem identification.

- A need for greater market penetration.

Each battalion was tasked with and funded for two nurse tours in FY 84. A total of 26 student nurse tours were conducted. These tours were extremely successful in assisting in school market penetration.



Tours	26
Student nurses	316
Applications	144
Application/participants	46%

Based on recommendations from student nurses, nurse educators, ANC counselors and nurse recruiters, student nurse tours during FY 85 will be combined with nurse educator tours. The educators felt they would be better able to address any questions or issues concerning the Army Nurse Corps if they received the same orientation provided to students. It was also noted that since the student tours included both medical activities and medical centers, a combined tour would enable the educators to tour either Army medical treatment facility. The educators felt they would function more effectively as centers of influence with the broader base of knowledge these tours would provide.

Combining nurse educator and student nurse tours will also provide nurse recruiters the opportunity for greater interaction with nurse educators. Because ANC recruiters do not accompany nurse educator tours, they do not normally meet nurse edu-

cators. Under the combined tour structure, recruiters will also have the opportunity to inform educators of Army opportunities.

The combined structure will allow educators a greater choice of dates for arranging their schedules, and a greater frequency of tours will increase participation by educators.

Other tools used to make a successful ANC program included guest speakers, center of influence dinner events and specialty workshops. A burn nursing seminar hosted by the 311th Evacuation Hospital USAR was very successful for obtaining referrals in Omaha Battalion. The battalion provided a prominent guest speaker from the Institute of Surgical Research through the Total Army Involvement in Recruiting program and promoted the event through news releases. held in Fargo, Minot and Bismarck, North Dakota, the seminar attracted a total of 208 registered nurses, medical doctors and nursing students.

Community involvement and use of TAIR assets were extensive throughout 4th Brigade during FY 84.

Recruiters served their communities as guest speakers for local organizations; as judges in contests; as coaches and members of sports teams, as leaders of youth groups such as

Scouts and 4-H; and as guest "teachers" in high school and college classes. Many recruiters and company commanders have spoken on subjects ranging from food service to military history. The variety of skills within a battalion "family" is impressive, and many of those skills have opened doors to area high schools and homes.

Thousands of people have met their local Army recruiter at over 400 brigade events featuring TAIR assets. Helicopter displays, the Golden Knights, Army bands, Special Forces teams and many other Army programs helped make recruiters welcome in their communities.

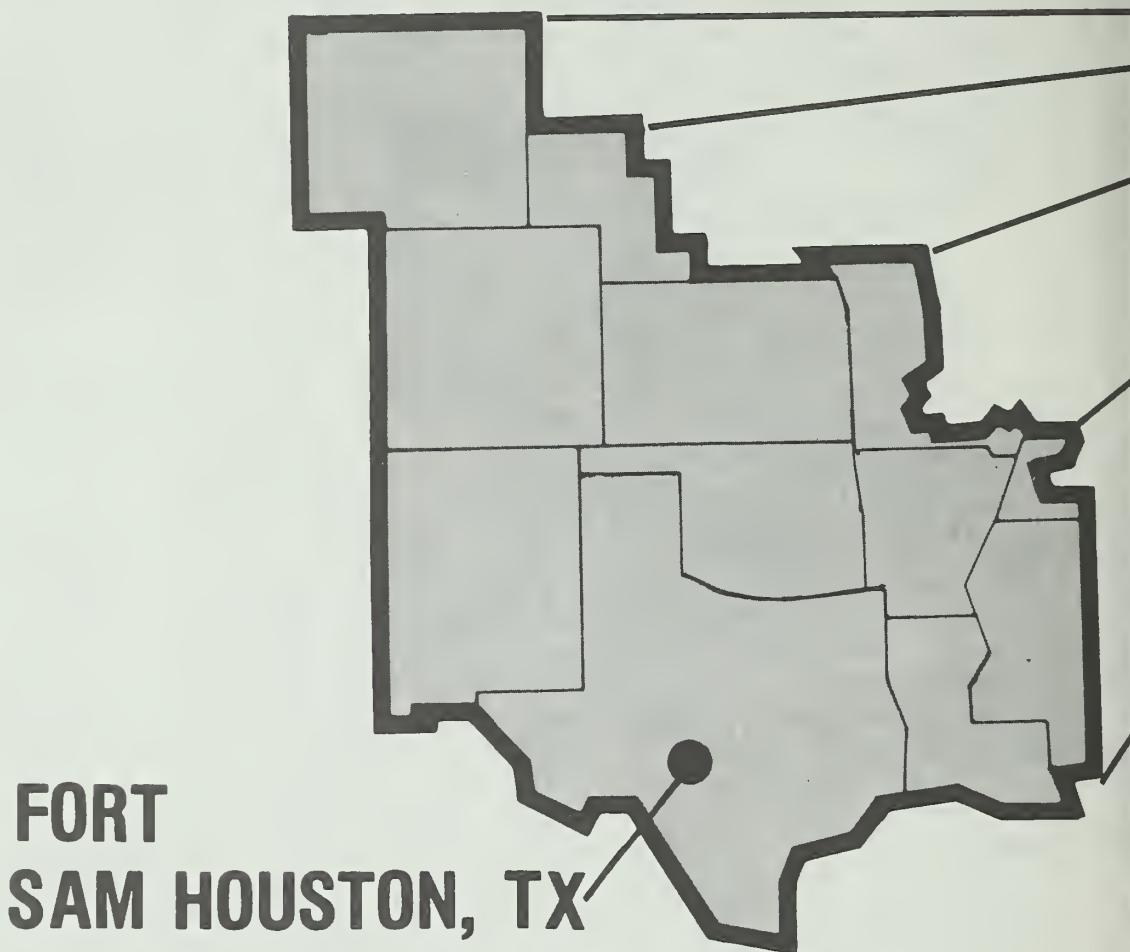
Tours of Army posts have given local high school students a firsthand look at military life and instilled a curiosity to learn more. One station commander said he enlisted 11 seniors from one school after the school's participation in a student tour to Fort Leonard Wood and an appearance by the Army Band.

A five-day tour by the US Army Chorale Band was very successful in the Cleveland area. The Chorale played at seven high schools, gave two public performances and were featured on one radio show and a television program. Col. Eugene Allen, leader and commander of the US Army Band accompanied the Chorale as Officer in Charge. He was the featured guest on a two-hour interview/call-in program. During the program he explained the benefits and opportunities available in the Army, and there were more than 60 telephone calls during the show.

More than 2,000 people, including the Civilian Aide to the Secretary of the Army, attended two public performances of the Chorale in Youngstown and Cleveland. In addition, concerts at seven area high schools attracted over 3,500 students.

4th Brigade recognized that FY 85 provides both challenge and opportunity. The challenge of a changing recruiting environment provides an opportunity to excel. The soldiers and civilians in 4th Brigade understand their duty and are rededicated to excellence, both professional and personal.

5th Recruiting Brigade Southwest



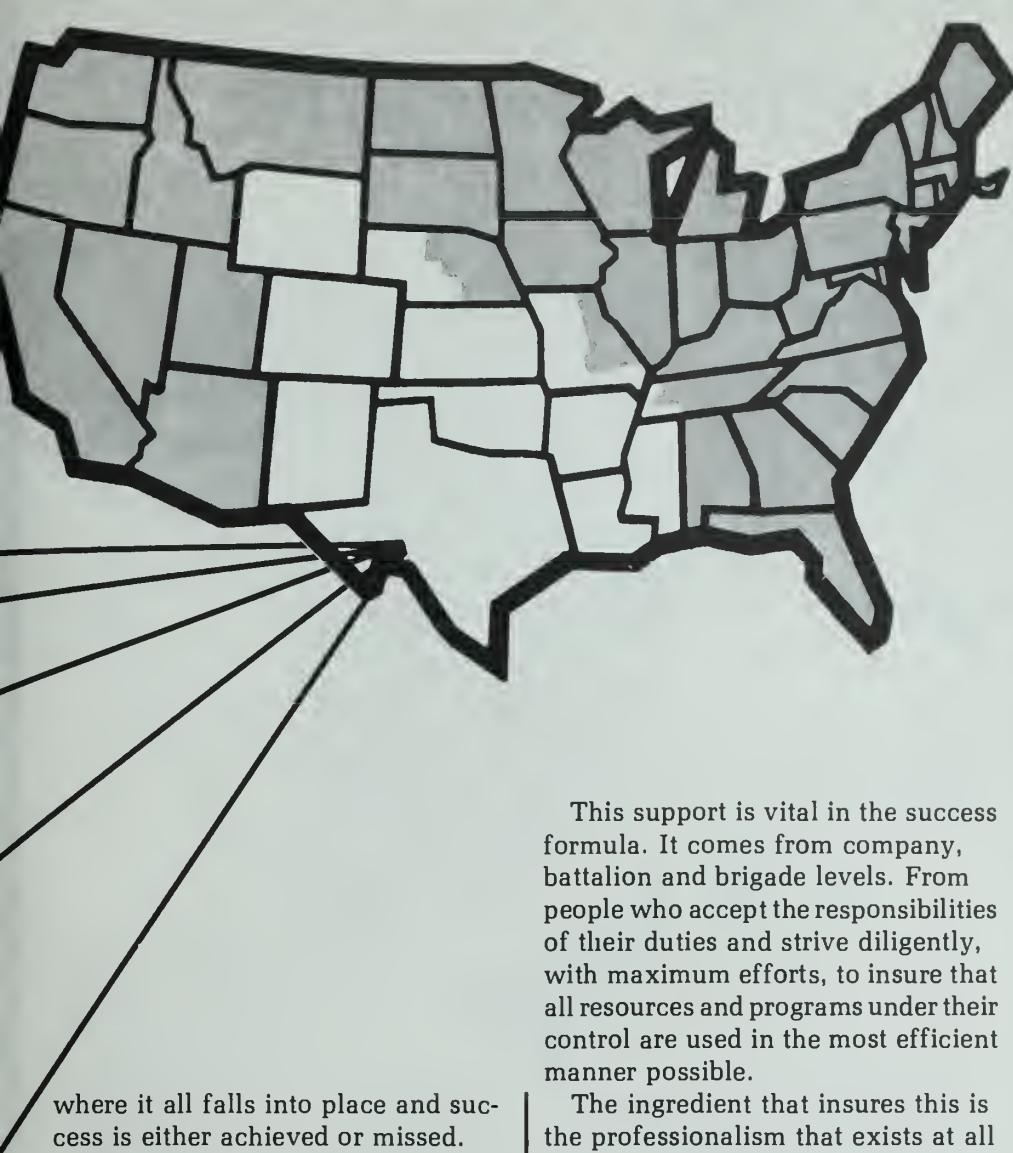
It can be said that a chain is only as strong as its weakest link, either end could be the beginning or end, and that without the middle links there would be no chain.

How does this philosophical study of the chain relate to the 5th Recruiting Brigades success? Simply stated, each

person is equally important; all are critical. Each level of the command, like each link in the chain, connects the total, which is greater than the sum of each part. With the loss of any link, there would be no complete chain.

So it is within the brigade, where each level of the command has a

distinct responsibility, yet each is interlocked and dependent on the other. At the brigade headquarters, much of the direction and guidance is developed. At the battalion headquarters, direct implementation of the program begins. The area management teams have the responsibility of first line supervision. The recruiting station is



This support is vital in the success formula. It comes from company, battalion and brigade levels. From people who accept the responsibilities of their duties and strive diligently, with maximum efforts, to insure that all resources and programs under their control are used in the most efficient manner possible.

The ingredient that insures this is the professionalism that exists at all levels within the brigade. Professionalism that includes, as one of its primary elements, pride. Pride in a job well done. Nowhere is more evident than with the recruiter, whose long hours, countless interviews, and mountains of paperwork extract much of their energies . . . Accolades are short lived, and the pressure is relentless.

The will to continue must be generated from within oneself. To know their job is essential to the welfare of the Army, and to the country, and that no one can do it quite as well as they, must sustain them, and does.

where it all falls into place and success is either achieved or missed.

What, however, are the critical qualities or assets that each element of the brigade shares?

It starts with knowledge. Knowledge of the basic plans and direction in which the command is heading. All personnel know and understand the standards and what is expected of them. This applies especially to the recruiters. A group of professionals who are constantly under pressure to produce results, those results bring contracts. Although the mission may at first seem unattainable, the brigade recruiter accepts the challenge and accomplishes the requirement. His primary asset . . . confidence.

A confidence built from trust that others in the chain are there to support them.

The brigades success is not due to the efforts of any one person or group, but the collective efforts of everyone. Every military and civilian employee has a job to do and it is the quality in which each job is accomplished that insures our success. A success that will definitely continue in the future due to the knowledge, professionalism, pride, and motivation that exists within each person in the 5th brigade.

It does not stop there, however. This belief exists throughout the entire command. A belief that is reinforced by a second critical factor, motivation. Motivation must be the responsibility of each individual, but primarily falls on the shoulders of each leader. It begins with the brigade commander and flows to the battalion and station commanders. It is motivation that generates everyone to put forth that extra effort that spells the difference between mediocrity and success. This is necessary in the field force and in the staffs.

6th Recruiting Brigade

West

The challenge for 6th Brigade in FY 84 was to maintain the momentum achieved in previous years by continued success in meeting both test category I-IIIA and high school graduate enlistments.

To meet this goal, despite a smaller 17-19 year-old market and lower unemployment rates, required a variety of initiatives. In some cases, recently developed programs were modified and improved; in other cases, old, well-established — but sometimes neglected — programs underwent revision and revitalization.

A key undertaking for the brigade S-3's Market Studies Analysis Branch was the Project Grubstake analysis of the top 100 DOD I-IIIA GSM producing stations and monitoring Army I-IIIA GSM production. These top 100 Grubstake Stations produced over 50 percent of all I-IIIA GSM contracts for 6th Brigade and enabled the brigade to achieve a 60 percent I-IIIA GSM contract rate against total production in a difficult year.

Market Studies Analysis also undertook a thorough recruiter zone analysis for all nine battalions. Recruiters derived immediate benefits through a more equitable and representative allocation of zones. At the time MSA developed an RSID user manual. With increasing command emphasis on an up-to-date and useful data base, the manual assured that the field force had detailed instructions for accurate data entry.

Advertising and Sales Promotion and Automation Management collaborated to automate the Man-Day Space Program. As a result, A&SP was able to produce orders well in advance of events and reestablish confidence in a program that had not always functioned effectively. After a slow start our battalions effectively utilized over 4,000 days and obligated approximately \$270,000 compared to half that amount in FY 83.



The TAIR Program saw an increase in usage of the two and three man MOS skill clinic. Approximately 80 percent of all TAIR clinics held during the year consisted of two and three man teams with an average cost of \$1,500 per event lasting 5-7 days. Student tours were utilized in all battalions enabling recruiters to draw prospective enlistees to the "Army Environment", thereby giving them first hand knowledge of what "We" offer.

Defense Language Institute, Monterey, sponsored an "Open House" drawing over 4,000 students from San Francisco, Sacramento, Los Angeles, and Santa Ana on one tour date. Western Brigade utilized, in moderation, the Golden Knights, Continental Army Band, Old Guard, and Fife and Drum, bringing "Army Excellence" to the general public and incorporating these assets

in high schools at the same time. Total TAIR expenditures exceeded \$500K.

Utilization of high-tech skill clinics versus awareness events created a cost-effective program where dollars spent in small sums produced more events per dollar brigade wide.

To insure that all aspects of the marketplace received constant and rigorous scrutiny, a brigade task force was established to include key individuals in recruiting operations, advertising and marketing studies. Reports were prepared quarterly. They were designed for easy reading and comprehension and intended for widest dissemination within the command. Aside from data peculiar



to Army recruiting, the reports covered changing market trends, new Army strategies and the responses of other services to market fluctuations.

Logistics succeeded in reducing report of survey processing time, from incident to initiation and completion, to 47 days in FY 84 compared to 64 days in FY 83. Facilities programs reached 81 percent completion, one of the highest rates in USAREC. Several trade actions were completed primarily through the efforts of Logistics personnel in coordinating and pursuing a vigorous and effective trade-off program within the 6th Brigade area.

Emphasis was placed on the headquarters-initiated program to attain and maintain the highest standards of appearance possible in the recruiting stations. To this end, detailed instructions for utilizing available supply resources and requesting GSA/COE support for station upgrades were provided to the field.

Automation Management and Logistics coordinated efforts to insure that battalions and stations received JOIN systems and that all personnel received appropriate training and support. In addition, Automation Management developed and implemented the Recruiting Operations Reporting System (RORS), more commonly known as "Report Drop." This system allows transmission of reports from battalions to brigade through the USAREC host computer.

Throughout the year the Personnel and Administration Division continued

to nurture and improve the already vital and aggressive Quality of Life Program. At the very start of the year, PA established as a goal that at least 50 percent of all recruiting battalions and companies hold a Quality of Life Conference by 30 September. At the conferences, recruiters and their spouses heard presentations by experts on a variety of subjects: alcohol, and drug addiction, child and wife abuse, stress management, budgeting and benefits, health insurance, DEERS, CHAMPUS, and supplementary insurance. Aside from providing valuable information, the conference created within the battalions and companies a mutual network support system, which not only amplified their sponsor/welcome programs but also assured that recruiters and families in isolated areas understood that they belong to a larger recruiting family.

Hard work and initiative pays off! Recruiting Battalion Honolulu, on their way to achieving Active Mission Box for the year, let the West, and the rest. In I-IIIA grad senior male production, Honolulu Battalion achieved an excellent 116.9 percent mission accomplishment. In fact, all but three 6th Brigade battalions exceeded the command average in this essential category. With a 51.5 percent market share in the HSSR/HSDG mission, Honolulu also posted an impressive 117.6 percent mission accomplishment rate. In addition, Recruiting Battalions Los Angeles, Portland, and Phoenix also exceeded the command average.

Portland Recruiting Battalion, employing the "We Try Harder" technique, pulled a 43.9 percent total active market share finishing second to Honolulu which captured an enviable 52.1 percent of the marketplace. Portland's field force also achieved USAR mission box for the year and along with Los Angeles and Sacramento, met milestone.. The brigade's Reserve production was bolstered by an impressive 133 percent Grad/Senior Female write-rate for the year.

In all, much was accomplished in FY 84 and much was learned. New initiatives and further refinements of initiatives developed during the year are already in motion to accomplish the mission in '85.



Exhibit excellence **'84**

Recruiting Support Center

by Col. Mark L. Dembinski
U.S. Army Recruiting Support Center

Fiscal Year 1984 was a banner year for the Recruiting Support Center's school program. The Center's 16 touring exhibits -- eight cinema vans, six cinema pods, and two indoor modular shows on American history -- appeared at more than 1,800 high schools and colleges and supplied more than 102,000 target-age leads.

The year was memorable in other ways too. The number of national TAIR assets coordinated by the Center was increased, and shining new convention structures were added to the inventory of assets placed before influencer groups by the USAREC national convention manager.

New packaging was developed for better visibility of the Center's single-projector slide shows that are sent periodically to the battalions.

Various items were also produced for a recruiter promotion kit, including an MOS wheel, easel-backed maps of military installations, weapon die-cuts and banners.

New shows were produced to add to the inventory of multi-image slide presentations that the expandible theater vans and indoor projector units

carry with them. "Skills and specialties -- yours to choose," is a sequel to last year's DEP and basic training show. It introduces viewers to advanced individual training.

Two academic-oriented presentations, "Language: Ours and Theirs" and "Our Federal Government" are school access facilitators. Experience has demonstrated that such curriculum-slanted shows with Army lead-ins are quite readily accepted at schools. Touring personnel usually couple them with hard-hitting recruiting stories such as "Hut, 2, 3."

The '84 summer tour program was also successful. The two indoor modular exhibits, "U.S. Army -- In step with America," accompanied by touring personnel clad in Army period uniforms, visited national park sites

in the 1st and 2d brigade areas. In addition to generating favorable press and radio-TV coverage, these two exhibits attracted 38,000 viewers, many of them influencers.

Among the new national TAIR assets were a Military Police demonstration team and TRADOC's Drill Sergeant of the Year. The Center arranged for increased use of such prestige units as the Old Guard's U.S. Army Drill Team. These assets have proved valuable in gaining entry to "difficult" schools.

The design and fabrication of more versatile national convention exhibit structures added zest to this influencer-oriented program. The triangular structures feature bigger-than-life transparencies -- a set of different topics that can be easily changed for differ-

Recruiting Support Center School Program

	FY 1983	FY 1984
Exhibits on tour	16	16
Total schools visited	1,700	1,820
Total sites visited	1,959	2,429
Total leads	100,000	164,898
Total target-age leads	84,770	102,000

ent conventions. The exhibit is extremely flexible and can be set up in various configurations by one person.

During FY 84, the travel poster series begun in 1980 was completed and the posters distributed. The complete set now consists of 27 posters, each highlighting a major combat unit and the surrounding geography. The final five depict the Berlin Brigade, the 2nd and 11th armored cavalry regiments, the 509th Airborne and the 3rd Infantry (Old Guard).

The promotional kit, sent to USAREC headquarters for printing and distribution, consists of an MOS Display wheel listing high-density specialties, location of training sites, and enlistment bonuses offered; two stand-up installation maps, one showing training installations and the other showing the location of major active Army units with which the potential enlistee may serve; and easel backed cut-outs, picturing a multiple launch rocket system, a Black Hawk helicopter, and an M-1 Abrams tank. In addition, three weapons posters were produced that depict development of Army artillery, armor and air mobility.

Slide and script shows sent to the battalions included "Rangers," "Our Federal Government," "Hut 2.3." and "The Army nurse -- someone special."

Every four months during the year

the Center produced and distributed mounted photos and copy blocks on various topics for recruiters to use on the 259 battalion-owned outline exhibits. Stylized back-panel graphics were made to replace the older ones on the first 114 structures purchased and to outfit the 145 new structures bought by USAREC early last year.

In FY 84 the Center also participated in developing large corridor displays for the Pentagon, including the joint-service "Women in the Military" corridor and the "D-Day anniversary" exhibit.

During the last two quarters of the year, Support Center personnel designed and built two major exhibits for the October 1984 national meeting of the Association of the U.S. Army. The USAREC exhibit, featuring sound, light and motion, was a visual annotation of the annual stockholders report, set against a space-age grid system. The other exhibit was produced at the official request of the Chief of Public Affairs, DA and dealt with the total Army family. A Recruiting Command family was selected for depiction in a prominent transparency.

Research and development activities were directed toward developing a mini-pod with three projectors and three screens.

Many hours were also spent preparing data for the government's bid and, later, reviewing the proposals of commercial companies seeking to take over the Center's production activities. Although not yet official, it appears that a commercial firm will begin operations at the Center in February 1985. Touring operations, TAIR, budget, property book activities and administration will remain in government hands.

This year's production activities will be no less demanding than those of 1984. New multi-image shows will be produced, as will slide-and-talk kits and graphics for outline structures.

For FY 85, two goals are paramount: effecting a smooth transition to contract operations and having the Recruiting Support Center become a major contributor to the success of the USAREC mission.

Other goals include expanding TAIR operations, adding and outfitting four more cinema vans, acquiring a walk-through van for use at malls and fairs, and developing and implementing initiatives to put resources in the hands of recruiters to prevent DEP loss and to assist in penetrating the high-grad market.

In the new year, as in the past, the Support Center will be dedicated to helping recruiters provide the strength.

Being present at all Support Center multi-media presentations, affords recruiters many chances to engage students in discussions about Army opportunities. Here students ask questions at the conclusion of such a presentation.





James Van Etten Lemp receives the oath of enlistment into the Army Reserve from his father, Lt. Col. James F. Lemp, in Philadelphia. The elder Lemp was sworn into the USAR a generation ago by his father, the late Col. John Lemp, who was a member of Gen. MacArthur's staff.

Lemp, a high school senior, enlisted in the Delayed Entry Program and will begin basic training after graduation in June. He plans to go into the simultaneous membership program of the ROTC and USAR while attending college, and will serve as a radio operator repairman with the 365th Engineer Battalion. (Olive Jagodinski, Philadelphia Rctg Bn)

Military Explorer Post #82, sponsored by the Pottstown Recruiting Station in Pa., began its fourth year in December.

Organized by USAR recruiter **Sgt. 1st Class Richard Wohlgemuth**, the co-ed troop has had a beneficial effect on recruiting. During its third year, the troop provided eight Reserve and Regular Army enlistments.

Members earn promotion points for such things as referring applicants and helping around the station, and they get stripes rather than merit badges.

The post has four camping trips a year which include C-rations and survival training; they do community projects, go spelunking and train in First Aid. Recently they took a bus tour of Fort Dix that resulted in several applicants and one enlistment.

In 1982, the post was named Honor Unit and produced the Explorer of the Year.

Wohlgemuth has been post advisor since organizing troop #82, and other recruiters fill executive post positions necessary for meeting the requirements of Boy Scouts of America standards. (Sgt. 1st Class Richard Wohlgemuth, Philadelphia Rctg Bn).

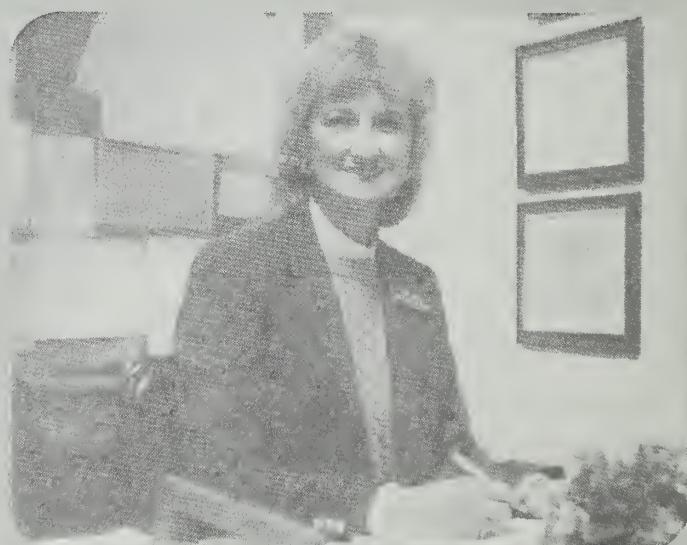
Recent inductee Jonathan P. Missroon is the second son to be sworn into the Army recently by **Lt. Col. James B. Missroon**, inspector general of the 425th Transportation Brigade, Fort Sheridan, Ill.

Earlier in the year, Missroon administered the oath of enlistment to his son, **Robert E. Missroon**, who is now a Blackhawk helicopter repairman at Fort Lewis, Wash. Johnathan will also be trained as a Blackhawk helicopter repairman. (Capt. Mike Finnigan, 425th Trans Bde, Fort Sheridan Ill.)

"The Army says that health care for active duty people and their families has been identified as the number one quality of life concern in the Recruiting Command. I guess I just felt that way about it all along," said **Lois Argo**, health advisor for the Nashville Battalion.

According to Argo, people don't really listen to the inbriefing about CHAMPUS care until they are personally affected. "Then they discover they don't really understand how CHAMPUS works and that the system is going to be somewhat inconvenient and on a cost-sharing basis."

So in addition to the inbriefing she gives recruiters and their spouses, Argo conducts classes at the battalion training conferences and published a monthly newsletter which is mailed directly to recruiters' homes. (Master Sgt. Rich Hayeland, Nashville Rctg Bn).



Lois Argo, Nashville Battalion's health benefits advisor.



Members of Fort Huachuca's B Troop take part in a saber fight demonstration, one of several demonstrations they present while visiting communities throughout Arizona as well as many other states. (U.S. Army photo.)

B Troup was formed in 1973 in honor of a cavalry unit that served at Fort Huachuca, Ariz., during the 1880s. Originally a post ceremonial unit, the troop began actively accepting civic invitations in 1975 and has appeared throughout Arizona in parades, as escorts and at other functions.

During September, two members of B Troop, 4th Regiment of U.S. Cavalry (Memorial) appeared at a number of high schools and two community colleges in Colorado.

Sgt. Doug Horton and Capt. William Fisher wore their cavalry uniforms and talked to students about the uniform and equipment of the cavalry unit and about the history and mission of Fort Huachuca.

B Troop is constantly in demand. For many of the nearly 40 volunteer troopers, it's like having a second full-time job, Horton said. They dress in Army blue and gold or in field garb of the 1880s, complete with sabres and carbines.

During regular duty hours, Horton works for the Digital Communications Systems Test Company, Electronic Proving Ground at Fort Huachuca, and Fisher is test officer of Simulations and Interference Branch, Measurement and Wargaming Section at EPG (Barbara Cournoyer, Fort Huachuca Public Affairs).

The World Championship International Field Archery Competition held in Ljungby, Sweden, was won recently by Staff Sgt. Mike Loftis.

Loftis, a field recruiter for the North Bend Recruiting Station in North Bend, Ore., has been the world champion field archer since 1982, when he won the competition in Dreieich, West Germany.

In preparation for this year's competition, Loftis traveled 200 miles a day on off-duty hours to the closest practice range. Throughout the rigorous training schedule, he never dropped below 100 percent of his recruiting mission.

In addition to his world title, Loftis is the current European champion, a title he has held for four of the last five years. He has also participated in the U.S. National Championships since 1972, winning that title in 1975. (Maureen D. Meisner, Portland Rctg Bn.)

Responding in typical recruiter fashion to a last-minute request for public service assistance, Staff Sgt. Henry Brown, commander of the Tryon, N.C. recruiting station, performed in the presentation of the colors at a recent AA championship baseball game in Charlotte, N.C.

A former trumpeter with the 82nd Airborne Division Band, Brown rendered a solo version of the national anthem that received a standing ovation from spectators and players alike.

Assisting as colors bearer from the event was Sgt. 1st Class Joe S. Arp, recruiter trainer for Charlotte Company. (Charlotte Rctg Bn.)



Staff Sgt. Henry Brown (right) and Sgt. 1st Class Joe S. Arp presented the colors at a recent AA championship game in Charlotte, N.C.



Spec. 4 Thomas L. Davis and Sgt. 1st Class Toby Vanderzanden, of the Oregon National Guard 1st Bn, 162nd Infantry, did some camouflaging as part of the battalion's award winning display at the Oregon State Fair (Photo by Dail Adams)

The Oregon State Fair is a good place for the Oregon Army National Guard to be seen by a large number of people.

This year, the Oregon Guard's 10 battalions and Troop E, 82nd Cavalry competed with each other for the Adjutant General's State Exposition Award.

Each battalion had one day to show off a special display. Judges awarded points to the displays based on creativity; organization of equipment, eye appeal and neatness; military appearance of individuals manning the display; method of generating recruiting leads for new members; and number of leads generated.

Members of the 162d Infantry won the award. The 249th Infantry (TOW) placed second, and the 1249th Engineer battalion was third. (Dail Adams, Oregon National Guard).

Husband and wife recruiters, Sergeants 1st Class Thomas N. and Emma L. Williams, recently received their Recruiter Rings in a ceremony held in Cleveland.

Emma is assistant operations sergeant and reenlistment NCO with the Cleveland Battalion and Thomas is a reserve recruiter.

The Williams' have three children and are active in local church, school and community organizations. (Perry E. Edelbergs, Cleveland Rctg Bn).

Over 1,600 people from throughout the Northwest participated in the Oregon Roadrunners Club annual Hood to Coast Relay, a 170-mile run from Oregon's highest to lowest points.

The Association of United States Army was one of the sponsors for this year's relay and the U.S. Army Recruiting Battalion Portland thought it only fitting that an all-Army team enter the relay.

The battalion's 11-man team averaged 8 minutes, 12 seconds per mile to finish the race in 23 hours 20 minutes.

Each runner was required to do three 5-mile legs, with one person running four legs. Each person ran a leg, tagged off to the next person, and then had a wait of four or more hours until the next 5-mile leg.

All the runners came back to work with sore legs and the knowledge that they did what they could, to be all they could be. (Maureen D. Meisner, Portland Rctg Bn).



Staff Sgt. Tim D'Annunzio discusses Army parachuting with a concessionaire while repacking his parachute after a demonstration jump at the Sussex, N.J., Air Show.

D'Annunzio and nine other members of the U.S. Army's Military Freefall Committee, Fort Bragg, N.C., performed demonstration jumps for the event. (US Army photo by Sgt. 1st Class Ron Staszuk)



Privates 1st Class Hank Latner, left, and Jimmy Mollett enjoy their jobs in the Army Reserve. They joined under the split option program and are truck drivers for a field artillery unit in Waynesboro, Miss. (Photo by Melanie McNutt)

The Army Reserve Split Option Program gave two young men from Mississippi more benefits than they bargained for.

Privates 1st Class Hank Latner and Jimmy Mollett enlisted between their junior and senior years of high school, completed basic training one summer and advanced individual training the next summer, earned regular Army pay each summer and \$1,200 a year for attending reserve meetings one weekend a month while they were in school, and received a \$1,500 bonus.

An unexpected benefit was that they also became trendsetters.

"One of our biggest fears about basic training was coming back with short hair at the start of our senior year," Latner said. "Boy were we surprised when the girls went crazy over our new hair cuts!"

Mollett agreed. "We had a rival game coming up and the whole football team had their heads shaved like ours. We also noticed the girls loved to see us in our uniforms."

Their recruiter, Sgt. 1st Class Ronald Swain from Meridian, Miss., says Mollett and Latner have helped his relationship with the local unit and that they have helped their unit become number one in the area.

They are truck drivers with B Battery, 3rd Battalion, 83rd Field Artillery in Waynesboro, Miss., and are now striving to become Spec 4 by summer '85. (Melanie McNutt, Jackson Rctg Bn).

"We try to show them that the Army carries on education where the teachers left off," Arthur Manzione said of the Newburgh, N.Y., battalion's educator tours.

An education specialist with the battalion and a former school principal himself, Manzione said, "We are trying to show the educators as many military occupational specialties as we can."

A recent tour of the Ordnance Center and School, Aberdeen Proving Ground, Md., by about 20 educators from New York and New Jersey, was one of four educator tours of the Newburgh battalion during FY 84.

"The more we show," Manzione said, "the better the Army looks." (Elizabeth Sergeant, Aberdeen Proving Ground).



Major General Jack O. Bradshaw, commanding general of the US Army Recruiting Command, presents the Civil Service Retirement Pin to Mrs. Shirley King during a recent award ceremony.

King, who served as the Sacramento Recruiting Battalion budget and accounting technician, worked for the federal government for 34 years. She began her employment during World War II at the Army Signal Depot, which years later was renamed the Sacramento Army Depot.

The award ceremony, attended by the staff of the recruiting battalion headquarters, was conducted in the battalion conference room on the eve of King's retirement. (Steve Janosco, Sacramento Rctg Bn).

**"More than a thousand leads were generated and
more than 200 high schools and 25 junior colleges
were served by Denver Battalion's FY 84 Total
Army Involvement in Recruiting Program."**

TAIR '84

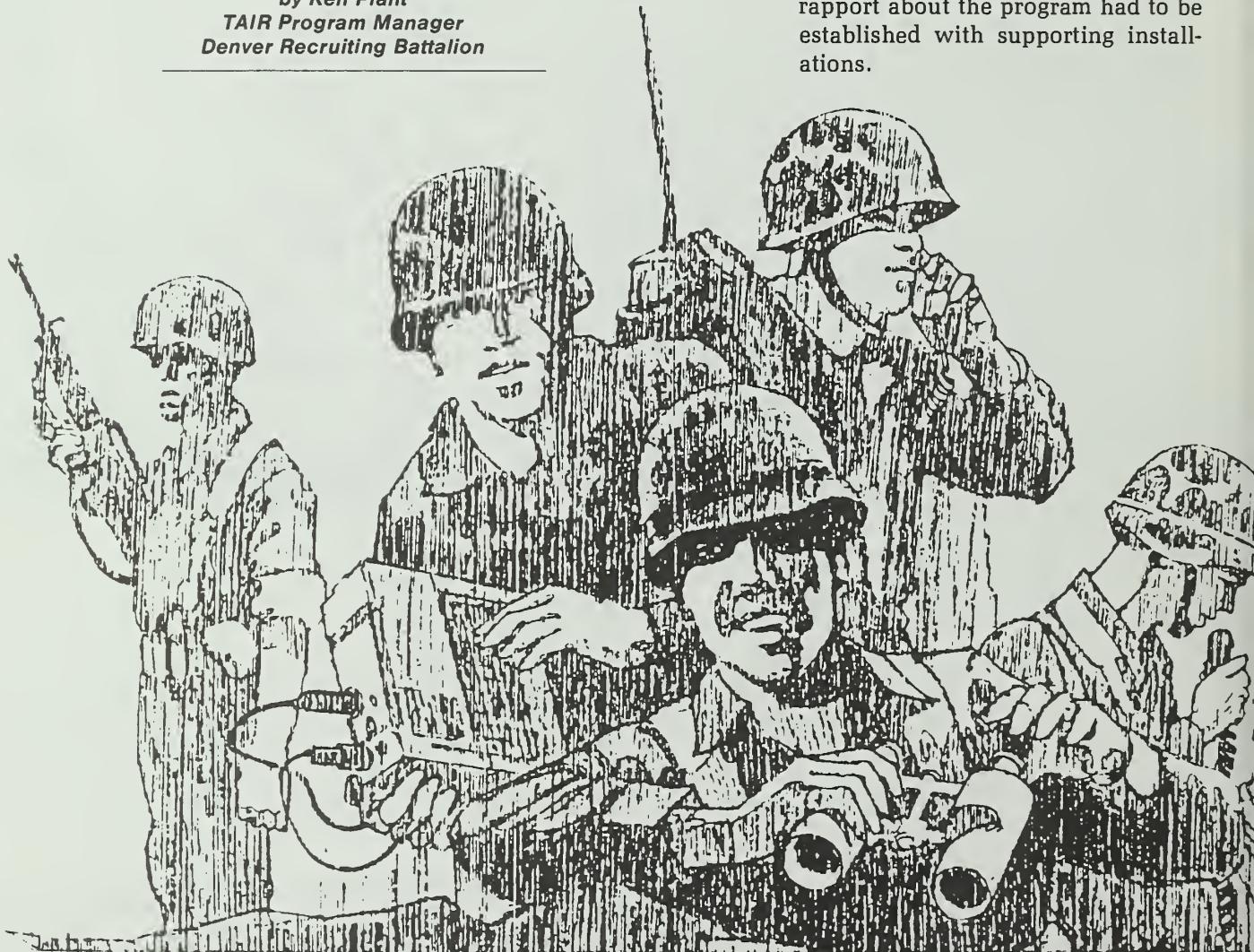
*by Ken Plant
TAIR Program Manager
Denver Recruiting Battalion*

More than a thousand leads were generated and more than 200 high schools and 25 junior colleges were served by Denver Battalion's FY 84 Total Army Involvement in Recruiting (TAIR) program.

It was a good year for Denver that began after a cost-effective audit of the FY 83 TAIR program revealed areas needing improvement.

So for its '84 program, Denver set about establishing and maintaining communications, strengthening quality of presentations and improving recruiter involvement and use of booking kits.

As a first step toward enhancing the FY 84 program, the battalion program manager determined that improved communications had to be established internally and that knowledge and rapport about the program had to be established with supporting installations.



Visits were conducted and rapport was established with installation TAIR coordinators, unit and company commanders, public affairs officials and community relations offices. During the visits, the program was explained in detail, including the fact that team members are expected to provide recruiting support and the impact of cancellations or scheduled events.

The second step was directed toward improving the quality of presentations. Installation training aids officials and commanders became involved with providing visual and graphic material to assist teams with presentations. Also, rehearsals were conducted at the battalion for many of the teams prior to use of a presentation in the schools. Often, too Advertising and Sales Promotion provided teams with additional visual aids such as slide shows, exhibits and graphics.

In addition, quality of presentations was improved by deploying some teams to the recruiting field for 30 to 45 days rather than for a few days or a week. Although this extended scheduling required improved coordination between A&SP and the recruiting field, results proved that lengthy scheduling provided recruiters with proficient, experienced and increasingly polished teams.



Extended scheduling was also dependent on the cooperation of supporting installation officials. One such official, Capt. Joe Pico, TAIR coordinator and G-3 Tasking Officer for Fort Carson, said, "We have insured what the recruiting force receives is representative of the Army."

Pico added that he was in touch with Denver at least once a day and said, "It's Denver's persistence on maximizing the benefits of each event, each presentation, that has achieved positive results."

In addition to improving communications and the quality of presentations, Denver also improved recruiter involvement and use of booking kits to strengthen its '84 TAIR program.

After-action reports from the FY 83 program indicated that success of the TAIR teams depended largely on how the recruiter used the team. Particularly important was the use of the RPI 948, a reply card recruiters are required to use during TAIR presentations.

The recruiter is to distribute the reply cards to spectators, request that questions for the skill teams be written on the back of the card and that the front portion of the card be completed to obtain information about Army programs. At the end of the presentation, the recruiter picks up all the cards, asks the team the submitted questions, and now has all the leads in hand.

Publicizing the event is another key element to successful TAIR events. During FY 84, recruiters received "booking and publicity kits" for each event. A Tair-A-Gram insures that the team is coming, outlines what needs to be done prior to the team's arrival and includes a public address announcement, detailed information about the team itself, and press releases for the school, local newspaper and radio.

Personal contact with school officials is emphasized in scheduling the event -- not a letter, not a phone call, but person-to-person coordination.

In the 1984 program, most recruiters complied with the regulations, maximizing benefits from TAIR activities. They were reminded that recruiters who don't make the effort are confronted with a disappointed TAIR team, with little ambition, with small audience attendance, or with no attendance at all.

In addition to these improvements, Denver battalion has initiated a network of support that has provided its recruiters with dependable, sharp and knowledgeable skill clinics.

The battalion program includes support from Forts Carson, Hood, Bragg and Huachuca, from the USA Computer Systems Command, the 244th Engineering Battalion (Reserve), Fort Benjamin Harrison, the Recruiting Support Center, the Recruiting Command, N.W. Ayer, and 24th PSYOPS (Reserves).

Among highlights of the program were two teams from Fort Carson. During the last quarter, an aviation maintenance specialist and tank crewman conducted more than 36 presentations to 18 priority-one high schools, and an infantryman and combat electronics specialist conducted more than 34 presentations at 17 priority-one high schools.

Fort Huachuca provided two "B-Troopers," who appeared before history classes to discuss the Army's role in settlement of the West. They wore period uniforms and presented artifacts and visuals.

The Defense Information School at Fort Benjamin Harrison provided the battalion with journalism clinics, and the Golden Knights, U.S. Army Field Band and cinema pod exhibits from the Recruiting Support Center also contributed support to the 4th Quarter '84 program.

Denver characterizes its TAIR program by quality and involvement. Soldiers involved in the program clearly convey and support the recruiting message, "You can be all you can be -- in the Army."

It was a good year for Denver.

*by Spec. 4 Debbie Drew
Fort Leonard Wood Public Affairs*

Show me!



Since July 1983 I've served as tour guide for the Fort Leonard Wood Public Affairs Office. One thing continues to amaze me about tour groups sponsored by the U.S. Army Recruiting Command who come here to observe basic training: young people's fascination with the confidence course.

I guess I'm surprised because climbing things never appealed to me. That's seldom the case with the young people who visit post. They're curious about other post facilities and training, but they seem downright envious of trainees on the confidence course.

Their faces light up. They grin. Some run to their recruiters and ask if they can tackle the course. (For safety reasons, the post does not allow tour group members on the obstacles.)

Recruiting tours are designed to give young persons considering joining the military and recent enlistees the opportunity to view basic training. Tours are usually held in the spring and fall when the weather is generally more agreeable.

After the Public Affairs Office (PAO) approves recruiter requests for tours, it prepares tour itineraries, informs the various involved parties about the tour and furnishes an escort to the tour group, which normally consists of 30 to 35 young people and one or two recruiters.

What each group sees when it visits Fort Leonard Wood is decided by the recruiting office involved and the public affairs office. The PAO contacts recruiters two to three weeks before a scheduled tour to find out what training and post facilities recruiters want their groups to observe and where the recruiters want their groups to eat lunch.

Recruiters can take their young people to one of several places on or near post for lunch. If permission is granted by the post food services division, the group can eat in a post dining facility. Or, with proper coordination, the group can eat at the noncommissioned officers club, at a cafeteria-like snack bar or a fast-food restaurant on post. There are also several restaurants near post to which the group can be taken.

Recruiters often ask to tour certain post facilities. In the past, PAO has received requests to visit the post gym, Walker Recreation Center, Truman Education Center and the post museum, which frequently includes a tour itinerary whether or not requested by the recruiter.

If the weather is nice, group members are usually given the chance to climb into, onto and out of Army equipment on display across the street from the museum -- equipment such as armored personnel carriers, construction equipment and a Sheridan tank -- an activity many of the young people seem to enjoy.

If the tour is conducted on a Thursday or Friday, when graduations are held at Fort Wood, tour groups are taken to Gammon Field to observe a basic training graduation ceremony or to the Abrams Theater to see a

one-station-unit training graduation ceremony. OSUT involves trainees who take basic and advanced individual training here.

The bulk of a tour consists of stops at various training ranges on post. During a tour, group members normally watch trainees fire the M-16 at one or two of the basic rifle marksmanship ranges here. They generally see the grenade launcher, the machine gun and the light antitank weapon being fired at the weapons range and view trainees heaving grenades on the grenade qualification course.

Groups are taken to the confidence course or the physical endurance combat skills course, if the courses are operating the day of the tour. Groups have also been taken to the fire and maneuver range and to the individual tactical training range.

A few groups have been taken to Training Area 244, where AIT is conducted. Because a lot of heavy equipment used in training is stored there, TA 244 has been nicknamed the "Million Dollar Hole". During their tour, young people very often see combat engineer vehicles, which they mistake for tanks, bulldozers, cranes and other heavy equipment.

During tours, group members naturally ask a lot of questions about basic training and about military life. A few questions which come to mind are: "How heavy is a grenade?" "How do they fire the LAW?" and "I've seen people walking around with medals on their uniforms. How do they get them?"

One tour group member asked a drill sergeant escorting the group through a basic training barracks about physical training. In answer to the question, the sergeant dropped down in the hallway and demonstrated proper pushups to the group.

After watching male trainees run through mud caused by heavy rains and hurl their bodies behind cover into mud puddles on the grenade qualification course, a few incredulous girls asked, "Do women have to do that too in basic?"

Range sergeants answer some of their questions by giving short briefings before, or as the group views, a training activity. For example, at the fire and maneuver range, a sergeant spoke to a tour group about how soldiers learn the fundamentals of combat skills. At the weapons range, a sergeant talked about the LAW, the grenade launcher and the machine gun, using models of all three weapons during his presentation.

Recruiters have told me that they want their tour groups to get an idea of what basic training is like. They say tours help young people who have enlisted in the military deal with the fear of the unknown. As one recruiter put it, "They find out it's not as bad as they might have thought."

During one tour, a recruiter asked the members of his group if their view of the military had become more positive while visiting Fort Leonard Wood. It had.

One young man considering enlistment said he came to the post to learn more about the military. Although he



A tour group learns about the M-60 machine gun.

was still undecided regarding enlistment when he left post, he said what he observed during the tour "made me want to go." Another young man, who was in Delayed Entry Program at the time, felt the trip to Fort Leonard Wood was worthwhile because "it gives you a head start on what to expect."

"The physical aspect doesn't look that tough," remarked another recent enlistee. "I'm more confident now that I've seen the training."

As the bus carrying one tour group left the confidence course training area, members noticed trainees tackling the slide for life obstacle, which involves climbing a tower and using one's hands and knees to come down a thick rope that gradually slopes to the ground. One group member commented, "Hey, that looks like fun."

I just shook my head and thought how strange people can sometimes be.

"Everybody does it."
"The government owes me."
"The Government can afford it."

How many times have we heard these excuses for padding TDY accounts? For falsifying time cards? Or for similar minor offenses? Yet these are common examples of fraud.

Fraud is defined as deceit, trickery, or breach of confidence used to gain some unfair or dishonest advantage. It covers a wide area and costs the government hundreds of thousands of dollars every year.

The latest Fraud Prevention Campaign, developed by the U.S. Army Criminal Investigation Command (USACIDC) is currently placing special emphasis on pay and allowance fraud. Pay and allowances constitute a large portion of the Army budget. This area affects and is affected by every soldier in the U.S. Army, as well as civilians.

Most people are basically honest, but given the proper environment they will do things that might fall within the gray areas of the law. It is so easy to eat at one of the fast-food chains while on TDY and then put down on the travel voucher the price of one of the best restaurants in town. Or perhaps stay with friends or relatives while listing costs of an expensive hotel. Or even to get government money for a seminar or conference that really doesn't help in the person's work but enhances personal goals.

Another common example is the person who has a part-time business that requires being absent from work for several hours at a time on supposed "government business." Everyone in the office is aware of it. Yet the time cards reflect a full 80 hours of work at the end of the pay period.

Other examples of the more common types of pay and allowance fraud

are improper out-processing, false advance payments, false jump pay, false dependent travel claims, false cost-of-living allowance claims, failure to report change in marital status, false travel vouchers, false travel pay, false dependent-mileage claims, false report of non-receipt of regular pay and failure to report downward pay grade change.

The amounts of money involved may seem trivial. But they can add up to big tax dollars -- which means increased taxes or cuts in essential spending, or both.

Equally important, keeping monies to which one is not entitled is a crime. Arrest and conviction can result.

Why risk your career for a few extra dollars? Recognize and avoid fraud in your personal dealings.



Waste, Fraud and Abuse



1984 INDEX

This index lists articles from Volume 37, calendar year 1984 issues of the recruiter JOURNAL. The index is provided as a reference guide to topics covered throughout the year. Departments have not been indexed. Some articles may cover more than the indexed subject, but have been indexed under the heading more indicative of the topic covered.

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Diagnostic Test

JANUARY 1985

1. Lead sources are divided into which two broad categories?
 - a. Area Sources and School Lists
 - b. School Recruiting Program and other lead sources
 - c. LRL's and Density Lists
 - d. Referrals and School Lists
2. Who determines when attempts to contact a lead have been sufficient, and when a final disposition code will be entered on the LRL?
 - a. Recruiter
 - b. Station Commander
 - c. CMT
 - d. Individual lead
3. For purposes of developing an adjusted contract plan, which is not considered a critical mission category for Regular Army.
 - a. High School Senior, Male (HSSR(M))
 - b. High School Diploma Graduate (HSDG(M))
 - c. Non-Graduate I-IIIA, Male (NHDG(M))
 - d. High School Diploma Grad and Senior, female, combined (GSF)
4. How many months will be used to calculate recruiter conversion data?
 - a. One month
 - b. Two months
 - c. Three months
 - d. Six months
5. Walk-in and Call-in traffic will be included in computing conversion data.
 - a. True
 - b. False
6. The Recruiter Work Plan is prepared by _____ in order to _____.
 - a. The Station Commander; establish a minimum prospecting plan to achieve mission.
 - b. The Station Commander; report achievements to the CMT.
 - c. The Recruiter; have a work plan established prior to the required processing date.
 - d. The Recruiter; indicate prospecting which must be accomplished to ensure mission success.
7. After the end of the calendar year the Recruiter Planning Guide will be:
 - a. Filed for one year in the Recruiting Station's Functional Files.
 - b. Filed for two years in the Recruiting Station's Functional Files.
 - c. Retained by the recruiter for one year.
 - d. Destroyed on 1 January.
8. Recruiters will make a minimum of _____ appointments per day, or an average of _____ per week.
 - a. None (minimum appointments are determined by the Recruiter Work Plan).
 - b. Two, ten
 - c. One, five
 - d. Two, five
9. The High School contact milestone for 31 December is _____ Male Seniors and _____ Female Seniors.
 - a. 50%; 50%
 - b. 75%; 75%
 - c. 85%; 50%
 - d. 75%; 35%
10. All appointments scheduled more than 72 hours after initial contact will be re-confirmed 24 hours prior to the appointment date.
 - a. True
 - b. False
11. There are _____ divisions in the Prospect Data Record File System.
 - a. Two
 - b. Three
 - c. Four
 - d. Five
12. How many male High School Grads should be contacted by 28 February?
 - a. 100%
 - b. 85%
 - c. 75%
 - d. 65%
13. A DEP/DTP Management Record (DMR) (USAREC Form 200B) will be initiated and completed on each enlistee and
 - a. Filed in the Recruiting Station Functional Files.
 - b. Kept in Planning Guide.
 - c. Stamped on top of the Prospect Data Record.
 - d. Completed upon enlistment into the DEP and given to the Station Commander.
14. When submitting a waiver and the applicant is self-employed:
 - a. Obtain DD Form 370 from last employer.
 - b. Annotate DD Form 1966 and DD Form 370 that applicant is self-employed.
 - c. Obtain DD Form 370 from person(s) applicant has performed services for.
 - d. All of the above.
15. Waivers addressed to HQ USAREC have a suspense of:
 - a. 45 days
 - b. 30 days
 - c. 60 days
 - d. 90 days
16. Priority two schools are _____.
 - a. Large and/or potentially productive schools.
 - b. Medium sized and/or potentially productive.
 - c. Small and very productive.
 - d. Highly productive but with limited recruiter access.
17. Students who have participated in DOD Student Testing Program (SASVAB) and are in accession control measure (ACM) I-IIIA will be contacted within:
 - a. 24 hours
 - b. 72 hours
 - c. 96 hours
 - d. 1 week
18. A trial close is:
 - a. An attempt to have the applicant agree to test and physical.
 - b. Directly asking the applicant if he is ready to process and enlist in the Army.
 - c. A question or statement used to determine the applicant's opinions about joining the Army.
 - d. Followed immediately by a close.
19. Which is the oldest and most successful method of turning an objection into an advantage for you?
 - a. The "yes-and" method.
 - b. The "restate the objection" method.
 - c. The "offsetting advantage" method.
 - d. None of the above.
20. A new recruiter can be extended in the TTE Program past the nine-month period for rehabilitative purposes.
 - a. True
 - b. False

NURSE RECRUITERS ONLY

21. Army Nurse Corps applicants with a concurrent call to active duty must be a graduate of what type of nursing program?
 - a. Associate Degree of Nursing.
 - b. Three-Year Diploma.
 - c. Licensed Practical Nurse Program.
 - d. Bachelor of Science in Nursing.
22. What is the maximum number of dependents ANC applicants are restricted to in order to enter the Nurse Corps?
 - a. One
 - b. Two
 - c. Four
 - d. Unlimited
23. Conversion date will be computed using the results of processing from the _____ most recent Reception Station Months completed, as recorded on USAREC Form 819 (ANC Recruiter Work Plan).
 - a. Two
 - b. Three
 - c. Four
 - d. Six
24. When a new Nurse Recruiter is prospecting before his/her conversion date has been developed, he/she should use the standard of _____ appointments per month until reliable conversion data is established.
 - a. Eight
 - b. Fifteen
 - c. Twelve
 - d. Four
25. Optional Form 41 may be used in lieu of a formal letter of transmittal for the transmission of:
 - a. DD Form 370, DD Form 214, and SF 88.
 - b. SF 88, SF 93, and DA Form 61.
 - c. DD Form 214, DA Form 61, and SF 93.
 - d. SF 88, SF 93 and DD Form 214.

GRADING INSTRUCTIONS: Each question is worth 5 points. The minimum passing score is 70 points. Nurse Recruiter must answer 4 out of 5 specific questions correctly to pass.



Diagnostic Test

1. B - (USAREC Reg 600-22, para 5b [2]).
2. B - (USAREC Pam 350-4, page 86, Sec VIII, para 30).
3. A - (USAREC Reg 600-22, para 5b [3]).
4. A - (USAREC Reg 600-22, para 6b [2]).
5. A - (USAREC Pam 350-3, page A-50).
6. C - (AR 601-210, para 5-22).
7. True (USAREC Reg 601-56, para 10a [5]).
8. C - (USAREC Pam 601-8-2, para 3c).
9. C - (USAREC Pam 601-8-2).
10. D - (USAREC Reg 350-7, Sec II, para 3-1a [2]).

Nov/Dec 1984 Answers

11. A - (USAREC Pam 601-8-2, para 5c [1]).
12. A - (ST 12-163, page 33).
13. D - (USAREC Pam 350-4, Sec VII, pg 44).
14. D - (USAREC Pam 350-4, Sec IV, para 15 (a)[3]).
15. C - (ST 12-163, page 4).
16. B - (USAREC Pam 350-4, Sec VIII, para 30).
17. D - (USAREC Pam 350-4, Sec IV, para 16 (4)[b]).
18. D - (USAREC Reg 350-7, para 2-30c [1]).
19. False (USAREC Pam 350-4, page 148, para 48).
20. C - (USAREC Pam 350-2, page B-1, para 1).



Training Tips

Inquiries regarding Training Tips may be addressed to USAREC, Recruiting Operations-Training, or phone AUTOVON 459-2772, COMMERCIAL (312) 926-2772.

Station commander/recruiter interface

Daily interface between the Station Commander and assigned recruiters is the method Station Commanders use to establish command and control of their Station's production, manage individual recruiter production, and determine recruiter training needs.

Station Commander/recruiter interface closes the loop between the Recruiter Production Management System (RPMS - USAREC Reg 350-6) and the Recruiting Station Production Management System (SPMS - USAREC Reg 350-7). The Station Commander who doesn't conduct a thorough daily interface with each assigned recruiter fails to gain control of production, and is unable to accomplish real-time training of his recruiters.

Schedule the interface

The daily interface should be scheduled for approximately the same time every day. It is important for both you and your recruiters to know and expect when the daily interface process will take place for several reasons. First, it will become evident that the interface must occur when there is little or no chance of interruption, such as the beginning or end of the work day, and secondly, knowing the approximate time allows both of you to properly plan for the interface.

Where to conduct the interface

Once you, the Station Commander, have decided when to conduct the daily interface, you have to decide where to conduct it. Have each of your recruiters come to your office or desk. Establishing a formal atmosphere will allow both you and your recruiters to accurately exchange information and dedicate the time necessary to make each interface session as productive as possible. Avoid situations where you have to speak across the office or have several recruiters giving you information at the same time. Those situations only result in misunderstandings and don't provide you with enough information to make all the decisions necessary to have a successful Station.

Be prepared

This is a two-way street. Make sure your recruiters know what to bring to the interface and that you know what to have available for a particular recruiter. Chapter 3 of USAREC Regulations 350-6 and 350-7 provides a list of

the materials needed for the interface. As a Station Commander, you must have the appropriate recruiter's Processing List, your DEP/DTP Tracking Log, School Data Sheet, Transitional Training and Evaluation Handbook (for new recruiters), and the Centralized Prospect Data Record File System, to properly execute the interface.

Appendix F of USAREC Regulation 350-7 contains the Recruiter Evaluation Checklist that is useful in conducting a systematic interface.

Conducting the interface

When conducting interface, determine if the recruiter is meeting required standards for new appointments. Is recruiter prospecting being accomplished in accordance with mission plans (USAREC Forms 635, 635A, or 819)? Review the recruiter's planning guide. Is the recruiter work plan properly resourced with time to accomplish prospecting requirements, and is time dedicated to lead generation activities? Compare the Processing List with the recruiter's Prospect Data Records. Make sure the recruiter has a sense of urgency when moving people through the processing cycle. Review school folders. Are visits being made? Does he/she have a plan for each visit? Check recruiter's DEPers— are they being contacted? Are they providing referrals? When was the last DEP function? Look for evidence of short, mid, and long range planning. Things go better when you've got a plan.

These are only suggestions. There are certainly many more items that can be covered in interface. The first few times you do it, you'll spend more time than you'd like to, but as you and your recruiters become more familiar with the process, it will go a lot more smoothly, and you'll have a handle on what is happening within your Station.

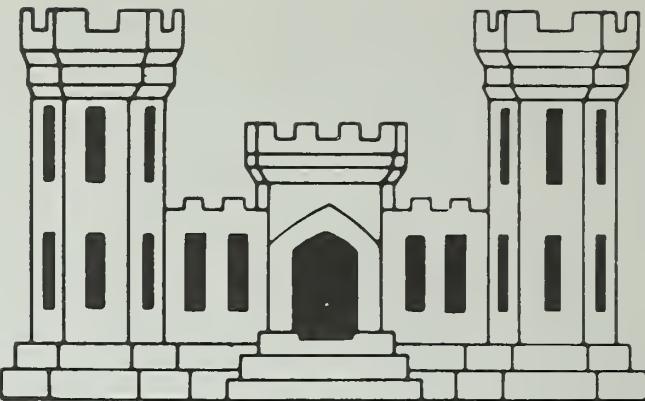
Finally

When you are going through the interface process, use the time to identify training needs. If you find the same problem among several recruiters, or if the same error occurs often, you've discovered a weak area. You've identified a training need! And once you understand the need, you can fix it. The important thing to remember about interface is to do it on a daily basis and cover all bases in the process. If you do it well, you'll get paid a dividend in terms of consistent mission box accomplishment. So stick with it until your interface program is where it should be and then don't stop!

MOS 12C

Bridge

Crewman



*Story and Photos by
Master Sgt. Artis Jackson, Jr. and
Sgt. First Class Jeffery A. Brothers
HQ, 2nd Training Brigade,
Fort Leonard Wood, Mo.*

A 60-ton vehicle crosses a bridge where three hours earlier only a 62-foot gap had existed. The bridge was built by trainees who only hours earlier been taught how to build it. This is what Military Occupational Speciality (MOS) 12C Bridge Crewman requires.

Bridge construction is only part of the challenge. At Fort Leonard Wood, Missouri, the Bridge Crewman will undergo 13 weeks of intensive training in all aspects of combat engineering

and related specialities during One Station Unit Training.

To qualify for training in MOS 12C, prospective bridge crewmen must be male, and score at least 85 in aptitude area CO, combat. Prior bridge engineering experience is unnecessary. However, the prospective 12C trainee must be in good physical shape, alert and be able to retain information well.

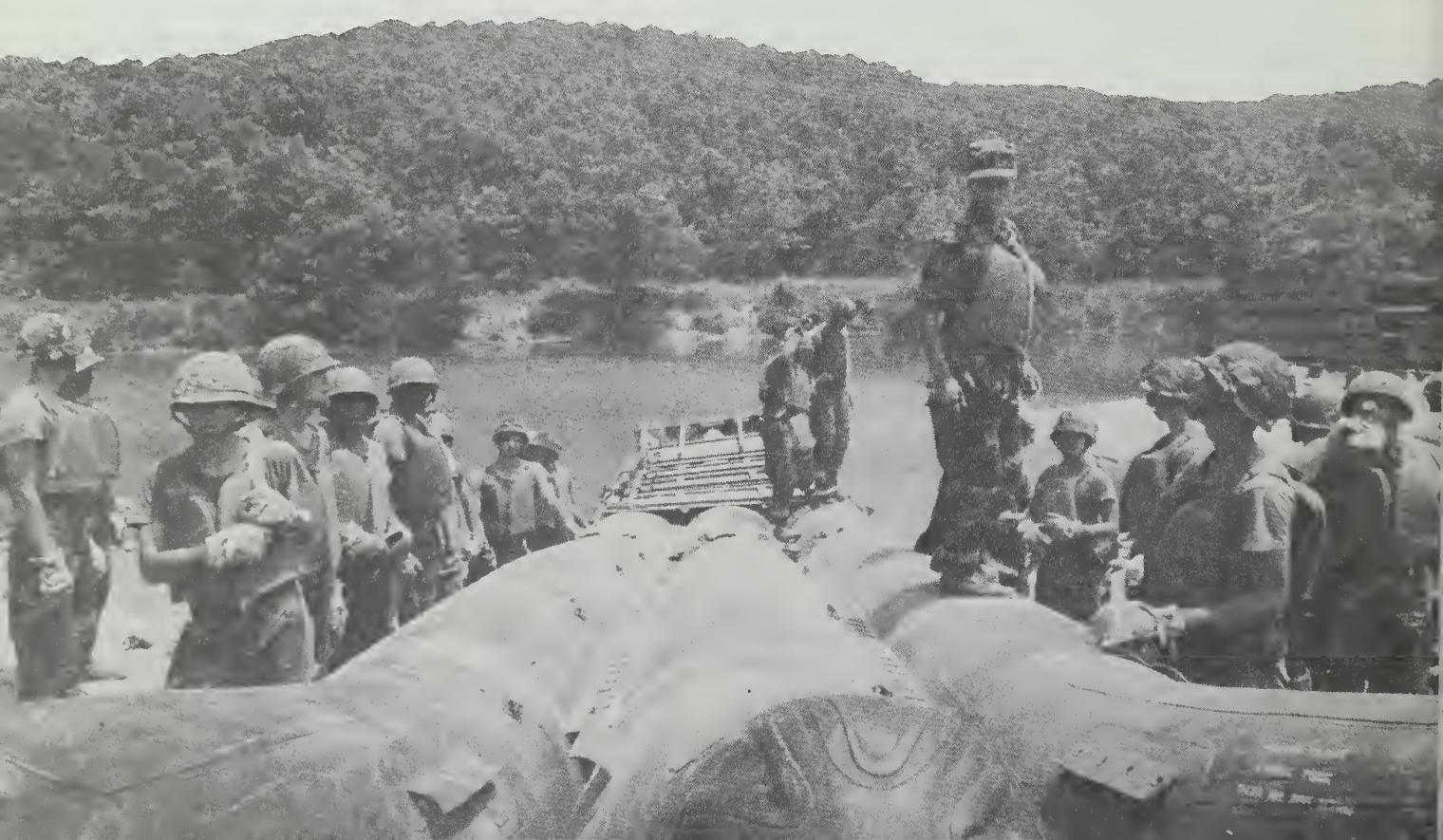
After seven weeks of basic training, 12Cs participate in an "essayons" ceremony. Essayons is a French word meaning, "Let Us Try," the Corps of Engineers' motto. The ceremony is conducted by the students, with the instructors acting as spectators. The only

non-students to participate in the ceremony are the host commander and reviewing officer.

The next six weeks are busy ones. Soldiers first learn how to build non-explosive obstacles such as barbed wire barricades. They then study rigging, tying knots, and the use of pulleys. During this stage of the training they help construct a three-rope bridge.

Students then progress to land mine warfare. The soldier is taught how to arm anti-tank and anti-personnel mines, to include mine detection techniques.

The use of carpentry and power tools are the next subjects taught. Every engineer squad and platoon is





equipped with a pioneer tool box. Besides carpentry tools it contains shovels, sledge hammers and axes.

Two days of demolition follows, during which the trainee learns to prime and denote explosives. This training also includes demonstrations of the various special purpose demolitions.

The next two weeks are devoted to the construction of floating bridges; used in the fording of short bodies of water. They will be physically challenged by the M4T6 float bridge, which is capable of supporting 50-ton vehicles without the use of any support besides a pneumatic rubber float sitting in the water. Students will then move on to study the construction of fixed bridges such as the bailey and medium girder bridges.

One of the many highlights of engineer training is the five-day, four-night tactical field exercise called "Engineer Week." During this period soldiers learn team work in applying their individual skills that they have acquired to complete the missions that they will later be required to perform as members of an engineer company.

During this week, they will learn more special bridges and work under

night conditions. They will also learn to rappel and navigate land obstacles. Testing is held after each phase and at the end of the cycle.

Bridge crewmen units are stationed throughout the United States, Europe, Korea and Panama.

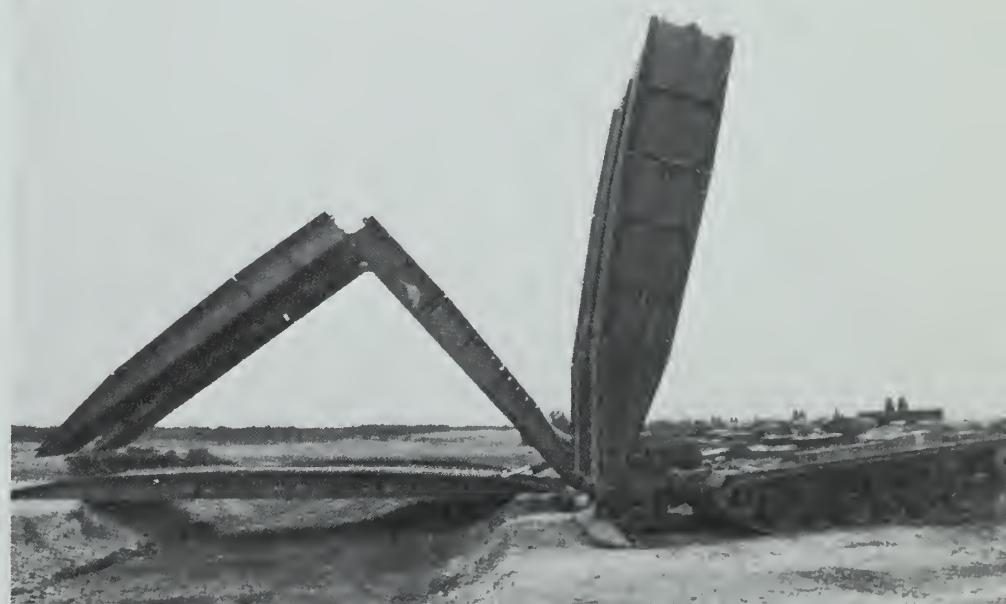
Since the bridge crewman speciality is within a large career field, advancement opportunities abound, and skilled non-commissioned officers are constantly in demand.

The bridge crewman participates in many field training exercises throughout the year, ensuring they are able to efficiently perform their assigned

mission at a moments notice. Once a year the soldier will be involved in the Army Training and Evaluation Program (ARTEP), a unit test to evaluate the unit's efficiency and effectiveness in completing its mission.

The bridge crewman is a member of the combined arms team--infantry, armor and artillery. Bridge specialty units work closely with these front line units.

MOS 12C is a challenging and rewarding career field for soldiers who proudly wear the branch insignia of the engineer--the castle.





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MOS
12C

FLAR

Bridge Crewman

